



## Agenda

1. Introduction
2. Finance
3. Human Resources
4. Maintenance
5. Performance and Analytics
6. Commercial/Legal
7. Other Business

Privileged and Confidential

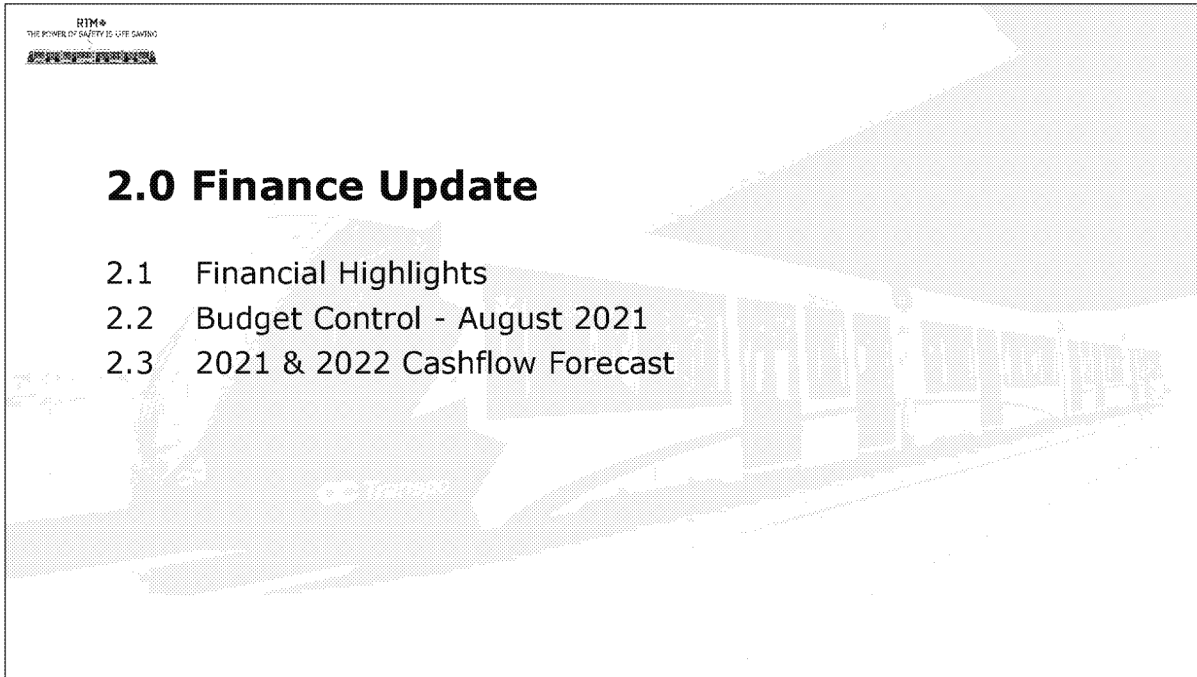
## 1.0 Introduction

1. Approval Minutes
2. System Recovery Update
3. System Recovery Plan
4. Organizational Changes

Privileged and Confidential

## 2.0 Finance Update

- 2.1 Financial Highlights
- 2.2 Budget Control - August 2021
- 2.3 2021 & 2022 Cashflow Forecast



## Financial Highlights – Operational Revenue

- MSP for the months of Jan to July have been invoiced to RTG as per the below breakdown:

	Jan	Feb	Mar	April	May	June	July
Fixed Service Payment							
Volume Payment							
Lifecycle Payment							
Deductions							
<b>Net MSP</b>							

### Financial Information - Entity

- YTD variations & graffiti chargebacks amounted to \$[ ] with a total margin of \$[ ]  
Variations primarily relate to Covid-19 enhanced cleaning.

	YTD
Variations revenue	
Variations expense	
<b>Margin</b>	
Graffiti chargebacks	
Graffiti expenses	
<b>Margin</b>	

## Financial Highlights – Operational Costs

- YTD accrued Alstom's Maintenance Service Fees based on RTM's calculation amounted to \$. See below for breakdown:

	Jan	Feb	Mar	Apr	May	June	July	Aug
Fixed Maintenance Payment								
Volume Payment								
Lifecycle								
Deductions								
Net Alstom Maintenance Fee								

### Financial Information - Project

- PTD warranty claims balance based on the invoiced expenditures is ~\$1.46M.

Warranty Claims Reconciliation with OLRT-C	
Accepted & Invoiced Warranty Claims	547,296
Rejected Warranty Claims	391,603
Warranty Claims being investigated	13,128
Warranty Claims TBD	326,945
Expenses without Warranty Claim #'s	187,727
	<b>1,466,700</b>

## Financial Highlights – Accounts Receivable

- Total outstanding accounts receivable as at August 31<sup>st</sup> was ~\$ Financial Information - Project

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
AR-Other						
OLRT Constructors						
Pideau Transit Group GP						

### Financial Information - Project

- OLRT AR primarily relates to hostlers, warranty claims and YRC staffing cost reimbursement.
- RTG AR primarily relates to variations, and outstanding MSP invoices for the months of Oct'20 to July'21.

## Financial Highlights – Accounts Payable

- Total outstanding accounts payable amounted to \$ Financial Information - Entity
- Alstom - invoices primarily relate to the monthly Maintenance Service Payments from 2019 & 2020.
- Bee Clean - relates to Covid-19 variations and will be settled upon receiving the corresponding payment from RTG.

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Alstom Transport Canada	<b>Financial Information - Entity</b>					
Bee Clean						
Misc. Trade Payables						
<b>TOTAL</b>						



August 2021 Budget Control						
YTD Actuals	YTD Budget	Variance	Comments	2021 Full Year Budget	2021 Actuals + Forecast	2021 Budget vs Forecast
<b>Revenue</b> <i>Mobilization</i> <i>Variations</i> <i>Graffiti</i>  <i>Lifecycle revenue</i>  <i>Service revenue</i> <i>Service deductions</i> <i>IDM services</i> <i>Interest income</i>			Primarily relates to enhanced Covid-19 cleaning. Offset by the variation expense  Budget assumes combined revenue recognition for services and lifecycle, whereas in actuals, it is recognized as two distinct revenue streams. Lifecycle revenue is based on cost + mark-up of 10%. Revenue is based on cost + mark-up of 10%. Unfavourable variance due to higher expenses in the budget primarily related to the hostler costs which are not assumed to be reimbursed. Higher Service deductions accrued IDM services revenue is based on cost + mark-up of 10% and varies based on the costs incurred.			
<b>Expenses</b> <b>Alstom Subcontract</b> <i>Hostlers</i>  <i>Service</i> <i>Volume</i> <i>Deductions</i> <i>Lifecycle expense</i>  <i>Other Subcontracted Services</i>  <i>Operational Expenses</i> <i>Health &amp; Safety</i> <i>IT Expenses</i>  <i>Salaries &amp; Benefits</i> <i>Consulting Fees</i>  <i>General &amp; Admin</i> <i>Contingency</i> <i>Stage 2 IDM Services</i>	Financial Information - Entity		Budget assumes hostler costs are non-recoverable from OLRT-C.  Accrued based on the letters to Alstom re MSC payment  Adverse variance primarily relates to the Covid-19 variation expense which is offset by variation revenue  Favourable variance primarily due to YRC staffing chargeback to OLRT-C, various positions that remained vacant and WSIB for 2019 & 2020 was chargeback to the Client  Unfavourable due to higher than anticipated legal costs  Unfavourable due to the higher than budgeted consulting costs			Financial Information - Entity
<b>Total Expenses</b>						
<b>Net Income</b>						



## RTM 2021 Cashflow Forecast without Esc Delta

	January	February	March	April	May	June	July	Aug	Sept 30	Oct 31	Nov 30	Dec 31	Total for 2021
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	
<b>Opening balance</b>													
<b>Revenue</b>													
Service revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Service deductions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Life cycle revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Interest income	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Stage 2 - IDM services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Variation revenue (Covid cleaning, Graffiti, Misc.)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST collected on invoices	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Sub-contracts</b>													
Alstom service fees	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom deductions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom lifecycle costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom Hoistler costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Alstom</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Variation expense (Covid cleaning, Graffiti, Misc.)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Other Subcontract services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Sub-contracts</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Other Direct Costs</b>													
IT Expenses	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total G&A	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Stage 2 expenses - IDM Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Expenses</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CapEx	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST paid on expenses/Capex	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST paid/(received) to CRA	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Closing balance</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

# Financial Information - Entity

### Assumptions:

Sep 21 to Feb 22 MSP (twice months) won't be received. This would impact the Cash flow months Nov 21 to April 22

Jan to Dec 2021 Esc Delta won't be received

2019 Term Sheet Settlement amount of \$1,111,111 would be received

Alstom won't be paid for the invoice months Sep 21 to Sep 22. This would impact the cash flow months Nov 21 to Nov 22

## Financial Information - Entity

BUREAU TRANSIT MAINTENANCE GENERAL PARTNERSHIP 2021 BUDGET CASH FLOW Without Est. Date													
	January	February	March	April	May	June	July	August	September	October	November	December	Total
Opening balance													
Below:													
Revenue													
Service revenue													
Service deductions													
Life cycle revenue													
Stage 2 - DM services													
HST collected on invoices													
Total revenue													
Below:													
Sub-contracts													
Alstom service fees													
Alstom deductions													
Alstom lifecycle costs													
Trains													
Building Automation & Mechanical Maintenance - Ainsworth													
Custodial Maintenance Services - Bee clean													
Line Fire & Life Safety Systems - Vipond													
Escalator & Elevator - Schindler													
Engineering and structures - Art Engineering													
Total - Other Direct Costs													
Total - IT Expenses													
Total G&A													
Contingency @ 2% of all variable													
Total Stage 2 expenses													
Below expenses													
OLRT-C Escalator Plywood cleaning													
CapEx													
HST paid on expenses/Capex													
HST remittance(received) to CRA													
Closing balance													

# Financial Information - Entity

**Assumptions:**  
Sep 21 to Feb 22 MSP (invoice months) won't be received. This would impact the Cash flow months Nov 21 to April 22  
Alstom won't be paid for the invoice months Sep 21 to Sep 22. This would impact the cash flow months Nov 21 to Nov 22

RTM 2021 Cashflow Forecast with Esc Delta												
	January	February	March	April	May	June	July	Aug	Sept 22	Oct 21	Nov 20	Dec 21
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast
<b>Opening balance</b>												
<b>Revenue</b>												
Service revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Service deductions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Life cycle revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Interest income	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Stage 2 - IDM services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Variation revenue (Covid cleaning, Grffiti, Misc.)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST collected on invoices	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Sub-contracts</b>												
Sub-contracts	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom service fees	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom deductions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom lifecycle costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Alstom Roaster costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Alstom</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Variation expense (Covid cleaning, Grffiti, Misc.)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total Other Subcontract services</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Other Direct Costs</b>												
IT Expenses	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total G&A	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Stage 2 expenses - IDM Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital Expenses</b>												
CapEx	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST paid on expenses/Capex	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HST paid/(received) to CRA	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Closing balance</b>												
<b>Assumptions:</b> Sep '21 to Feb '22 MSP (twice months) won't be received. This would impact the Cash flow months Nov '21 to April '22 Jan to Aug escalation delta would be received in November and paid to Alstom accordingly 2019 Term Sheet Settlement amount of \$____ would be received Alstom won't be paid for the invoice months Sep'21 to Aug '22												

## Financial Information - Entity

RIDEAU TRANSIT MAINTENANCE GENERAL PARTNERSHIP 2022 BUDGET CASH FLOW With Ex. Data													
	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Opening balance</b>													
<b>Inflow</b>													
Revenue													
Service revenue													
Service deductions													
Life cycle revenue													
Stage 2 - IDM services													
HST collected on invoices													
<b>Joint revenue</b>													
<b>Outflow</b>													
<b>Sub-contracts</b>													
Alstom: service fees													
Alstom: deductions													
Alstom: lifecycle costs													
Thales													
Building Automation & Mechanical Maintenance - Ainsworth													
Custodial Maintenance Services - Bee clean													
Line Fire & Life Safety Systems - Vipond													
Escalator & Elevator - Schindler													
Engineering and structures - Art Engineering													
Other Direct Costs													
Total - IT Expenses													
Total G&A													
Contingency @ 2% of all variable													
Total Stage 2 expenses													
<b>Other 2022 items</b>													
OLRT-C Escalator Plywood clearing													
CapEx													
HST paid on expenses/Capex													
HST remittance/(received) to CRA													
<b>Closing balance</b>													

# Financial Information - Entity

**Assumptions**

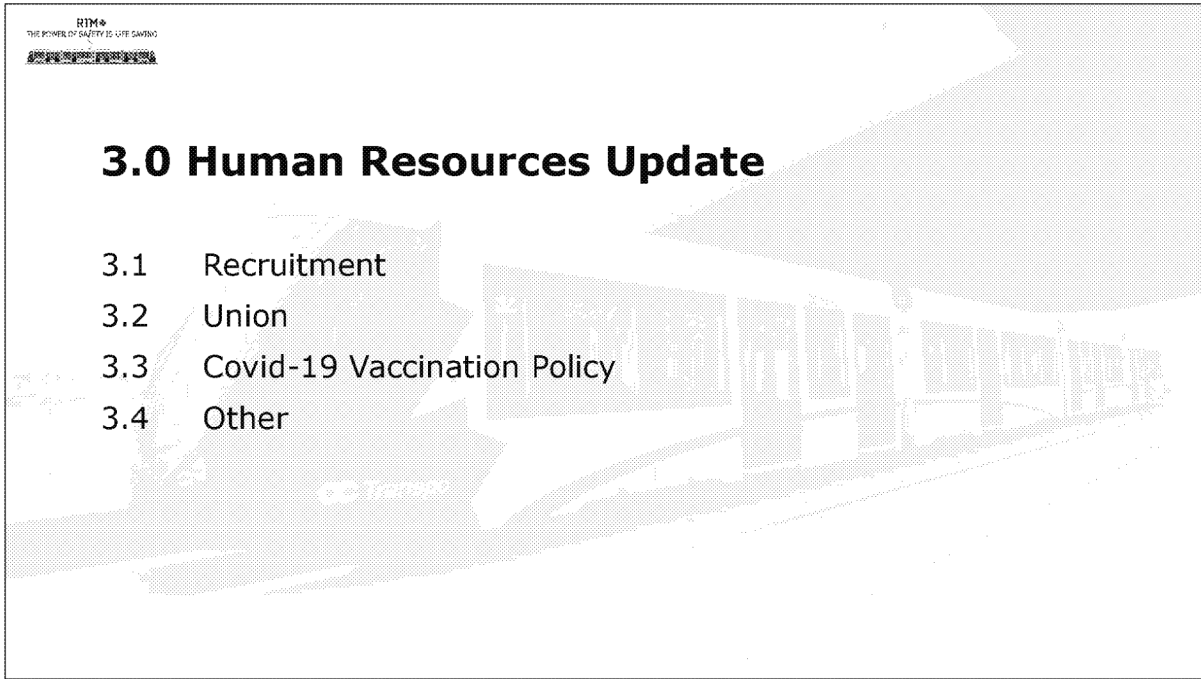
Sep 21 to Feb '22 MSP (invoice months) won't be received. This would impact the Cash flow months Nov/21 to April 22

Alstom won't be paid for the invoice months Sep21 to Aug 22. This would impact the cash flow months Nov/21 to Oct22

## Financial Information - Entity

## 3.0 Human Resources Update

- 3.1 Recruitment
- 3.2 Union
- 3.3 Covid-19 Vaccination Policy
- 3.4 Other



## Human Resources – Update

- **Recruitment**
  - Facility Maintenance Labourer – one outstanding personnel to be hired
  - Snow Removal/General Labourer – 10 personnel
    - Recruitment started mid September for personnel to start November 15, 2021, for five months
  - New Student hired to backfill previous student – re: continuation of work with SharePoint development
- **Union**
  - Next union meeting – TBA – mid to end of October
    - Awaiting their appointment & announcement of their Shop Steward
    - Preparation of cost analysis re: higher costs expected re: potential union negotiated items
      - Areas are mainly: shift premium, sick time allotment, salaries and pension plan
- **Covid – Vaccination Policy**
  - Solicitor Client Privileged

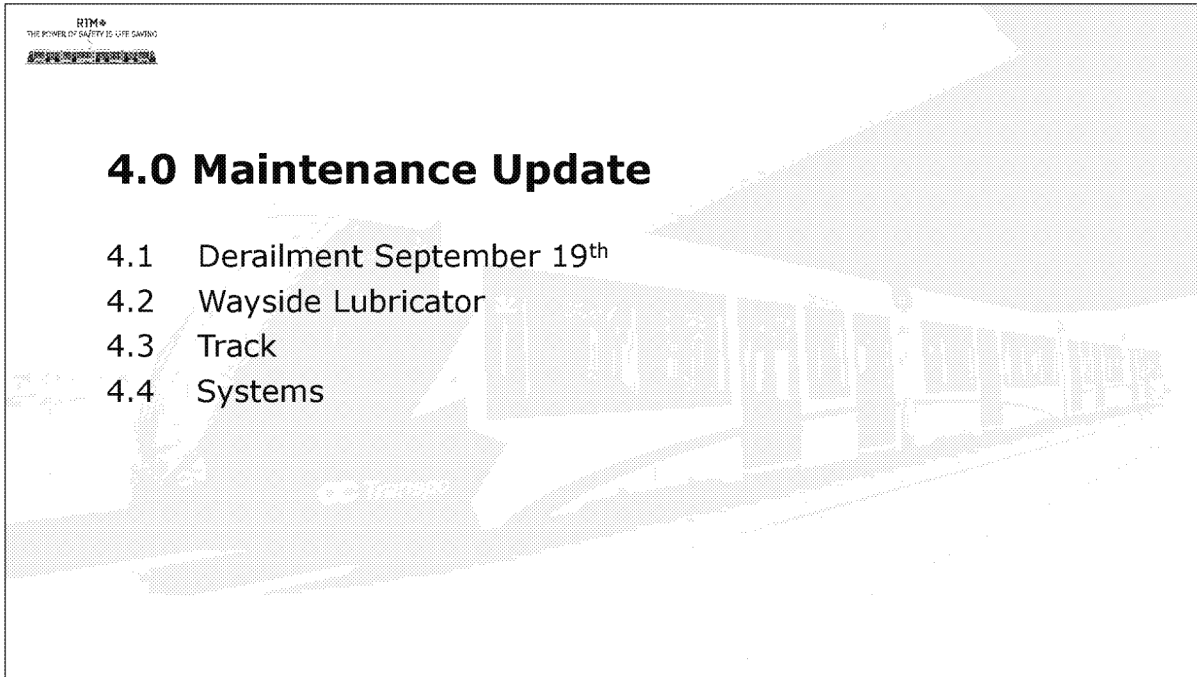
    - Some push back from few employees – time will tell but may have three personnel resign due to this requirement
- **Other**
  - Continuation of training on payroll/human resources to assist temporarily while HR Generalist is on sick leave
  - Working with General Manager re: rebalancing the organization to ensure appropriate support in the right places





## 4.0 Maintenance Update

- 4.1 Derailment September 19<sup>th</sup>
- 4.2 Wayside Lubricator
- 4.3 Track
- 4.4 Systems



## September 19<sup>th</sup> Derailment

- Train 1121-1138 derailed Sept 19<sup>th</sup>  
Train travelled from Tremblay Station to Switch 315 in a derailed state.
- Extensive damage to track and infrastructure. Major work to repair, approximately 600 meters of damage.
- Work plan developed and formalizing (As of Sept 23)
- Over and above damage due to derailment. Focus on backlog items for maintenance or repair during shutdown period



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## Wayside Lubricator



- Wayside Lubricator installed Track 1 east of curve leading into Hurdman Station. Solar panel powered
- Friction Modifier system dispenses lubricant on top of rail and then picked up by wheels. Frequency controlled by axle counter
- Completion expected on September 23



## Track

- Wheel to Rail Interface Study has started with the National Research Council (NRC). Q&A, Requested documentation sent to NRC. Vehicle / Rail measurement and Testing completed on September 8, 2021.
- Welding of joints for removal of TSR's started end of August. 8 of 12 welds completed, delays caused by rain.
- Rail Neutral Temperature – Working with City on approval to increase RNT to 25C. Agreement in principle has been reached. Risk Assessment to be finalized with City. Destressing work presumed Spring 2022.

## Systems

- Final Assessment Report by EllisDon expert of Network Management System received August 23, 2021. Report under review.
- SCADA
  - Software update ready – Pending Build 8 installation
- CBTC
  - Thales CBTC Build 8 install completed September 18-19, 2021. No issues during install.
- PIDS
  - Software update ready – Changes agreed with the City. Install to be completed after Thales Version 8.0 install. Can not be installed until train service resumes as service is needed for verification.
- CCTV - Indigo Vision Software required. Needs to go through Change Management Board process for approval and determine date.

## 5.0 Performance and Analytics

- 5.1 Maintenance Performance Workflows
- 5.2 Cybersecurity
- 5.3 Paymech
- 5.4 Variations
- 5.5 YCC Operations
- 5.6 HSQE Update
- 5.7 Performance Measures





## Maintenance Performance Workflows

- In order to improve our delivery of the complete Maintenance scope, RTM will be performing a detailed review the Maintenance requirements to identify any gaps and to refine our processes. For a given requirement, we will identify:
- "What" (Weekly Station Cleaning, Stray Current Monitoring, MSF Security, etc.)
- "Who" (RTM FM, Alstom, BeeClean, etc.)
- "When" (weekly, monthly, etc.)
- "How" (Plans and work instructions, etc.)
- Evidence/Records (work order, report, etc.)
- Compliance/Verification (Process and technical audits)
- Ultimately the top-level planning documents (M&R Plan, Annual PM Plan, Asset Management Plan) will be updated to reflect these processes in more detail.
- The first element to be reviewed will be Station custodial maintenance.



## **Network Assessment and Cybersecurity**

- RTM has received the draft EllisDon communications network and server assessment and is in the process of reviewing the recommendations.
- RTM and EllisDon are reviewing the draft cybersecurity technical specification provided by the City, both from the technical and PA requirement vs Variation perspectives.
- Discussions with the City on the specification will commence in September. Per the services agreement with RTM, EllisDon will lead the development of the cybersecurity program documentation and implementation of technical solutions based on the agreed specifications.



## Paymech Processes – City

- The remaining issue which can cause discrepancies between Deductions applied by RTM and those applied by the City is the City's position that the \$10k daily cap only applies to Work Orders, vs RTM's position that the cap applies to all disputed items on the Daily Operating Reports.
- A detailed daily review of newly opened work orders is in place to identify misallocation of KPMs, and re-assign where required, **before** potentially large Deductions can accrue. Any re-assigned KPM work orders are followed up by the Help Desk on an ongoing basis.
- 2019 Term Sheet Deductions - RTM has reviewed and recalculated these work order from the perspective of the Term Sheet KPM interpretations.
- 2020 and 2021 Q1/Q2 Disputed work orders - RTM has reviewed all work orders from the perspective of the KPM interpretations in both the Term Sheet and the Paymech Review proposal.



## Paymech Processes – Alstom

- RTM and Alstom meet weekly to:
  - Review the ongoing Dispute Ledger with the City and prepare substantiations of our common positions.
  - Allocate Deductions between RTM-Alstom for Deductions accepted during the previous invoiced performance month.
- This process continues to be frustrated by long delays with Alstom providing feedback and evidence to support dispute positions.

## Variations

- RTM has completed the review and pricing of the backlog of Variation Confirmations, save one (GIDS maintenance) for which Alstom has indicated they will provide pricing for by end of September.
- RTM/RTG/City are discussing the approach to backdating payments for Variations with MSP/LC impacts extending back as far as RSAD.
- The wheel lathe relocation Estimate has been provided to the City, with approval expected by end of September.



## YCC - Operations

- The new Yard Operations Manual became effective July 12<sup>th</sup> and has already resulted in improved communication between RTM and Alstom on yard management challenges.
- Maintenance planning and coordination is undergoing review and optimization in order to minimize conflicts between train moved, infrastructure maintenance, and revenue service launch/reduction.
- The first consolidated Help Desk KPM guidebook has been issued. It aligns with RTM's '2019 Term Sheet' KPM Interpretations and will be updated as interpretations are further clarified with the City and as efficiencies in KPM work order allocation/dispatch are identified.

## YCC - UTO Yard

- OLRT-C has provided an update Thales UTO schedule indicating completion in late December 2021.
- RTM has met with OLRT-C and Thales to review UTO yard functionality, has sent a letter to OLRT-C requesting responses to outstanding yard infrastructure questions. RTM is also waiting for a response to several questions regarding CBTC functionality.
- RTM has adopted a risk-based approach to preparing for UTO. Operational risks will be identified and assessed for suitable mitigations. A Risk Register has been developed and the Yard Operations Working Group consisting of RTM, Alstom, and other stakeholders as required, meets bi-weekly.
- One example of a current known risk is LRVs that stop on short radius curves may derail when re-starting, as observed in two-yard incidents. The root cause of this issue must be resolved before UTO is enabled.



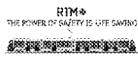
## HSQE - Health & Safety

- **Incidents (August 2021)**

- Rail-Related
  - LRV 1119 derailed east of Tunney's Pasture Station on Track 1.
- Medical Aid
  - A worker fell and injured their knee while walking down the overpass stairs at the MSF.
  - A worker sustained a burn to their torso while using a grinder.
- Environmental Incident
  - A spill of hydraulic oil occurred on the guideway while removing the damaged wheel from LRV 1119.
- Property Damage
  - A worker kicked an elevator door, resulting in the glass breaking.
- Occupational Exposure
  - A worker became physically ill following exposure to a strong paint smell in MSF1.
- Security Incident
  - Workers were verbally assaulted by an individual at the Williams Street entrance.
  - An individual broke into the UOttawa snow removal room and stole a battery backpack.
  - A worker was physically assaulted at Rideau Station.

- **RTM's Safety Interaction Program.**

- 36% of targeted interactions took place. This is another decrease from previous months.



## HSQE - Quality Management

- RTM and RTG are aligned on QMS documentation production timelines. Target for completion delayed to October 2021.
- M&R Quality Management Plan has been updated in parallel with Asset Management Plan. Draft was submitted to the City on Dec 31, 2020, final version to be issued along with RTG Quality Manual when document is completed in October 2021.
- ISO compliance (not certification) Audit delayed to Q4 2021.



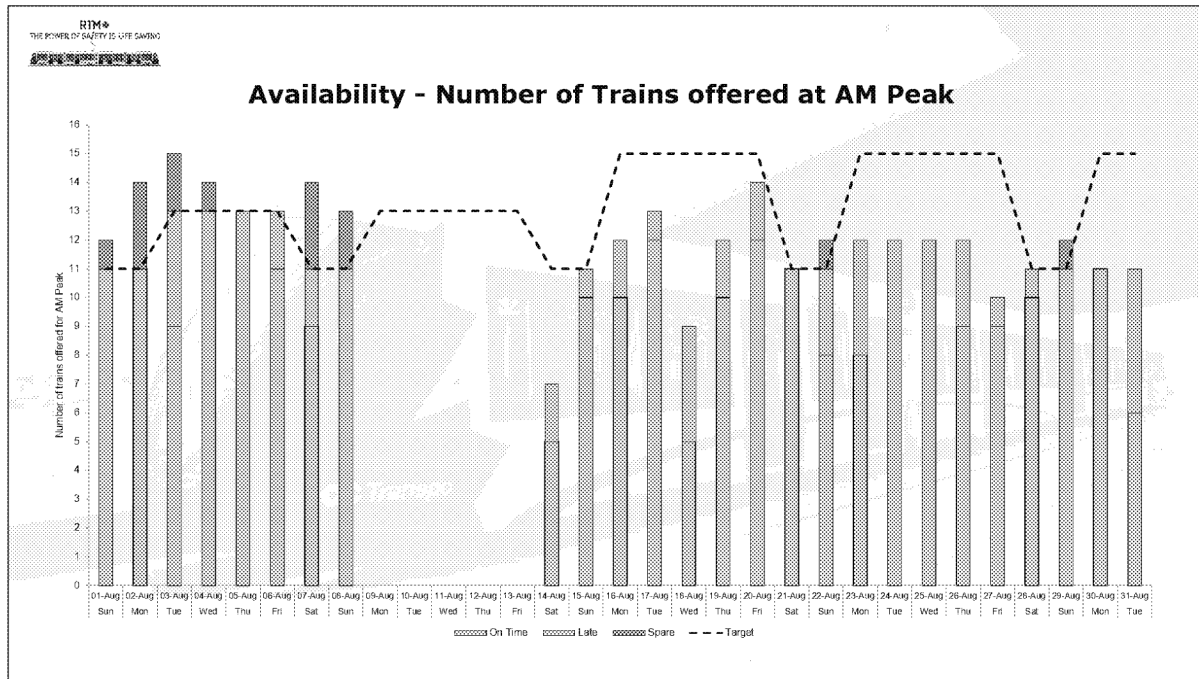
## HSQE - Environmental Management

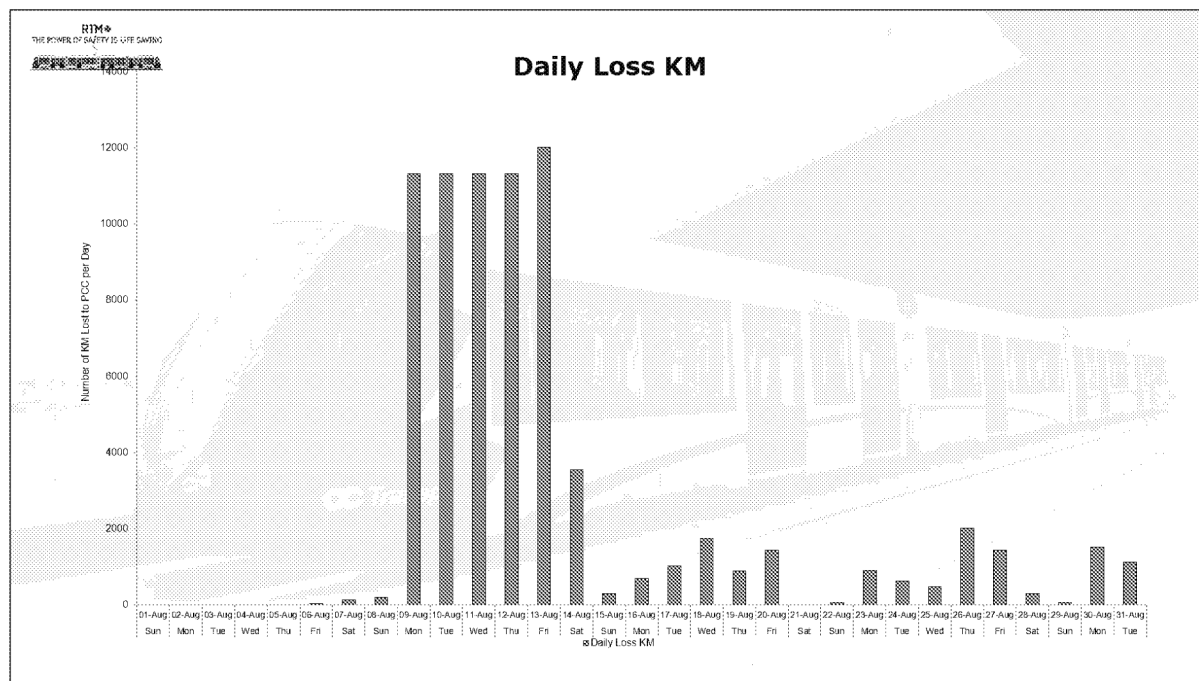
- Two (1) Environmental incidents occurred in August 2021.
  - A spill of hydraulic oil occurred on the guideway while removing the damaged wheel from LRV 1119.
- 2<sup>nd</sup> phase of ECA Monitoring program (MSF, Hurdman, Bayview, Lees) to begin in August 2021.
- Noise and Vibration monitoring will commence in Q4.
  - RTM is waiting on the City to enter into negotiations with the Sensitive Receivers.
- 3<sup>rd</sup> party Environmental audit complete.
- Further discussion with RTG required as to scope split between RTG E&S Director role (not currently filled) and RTM E&S Manager roles. RTM has prepared a scope document for discussion.

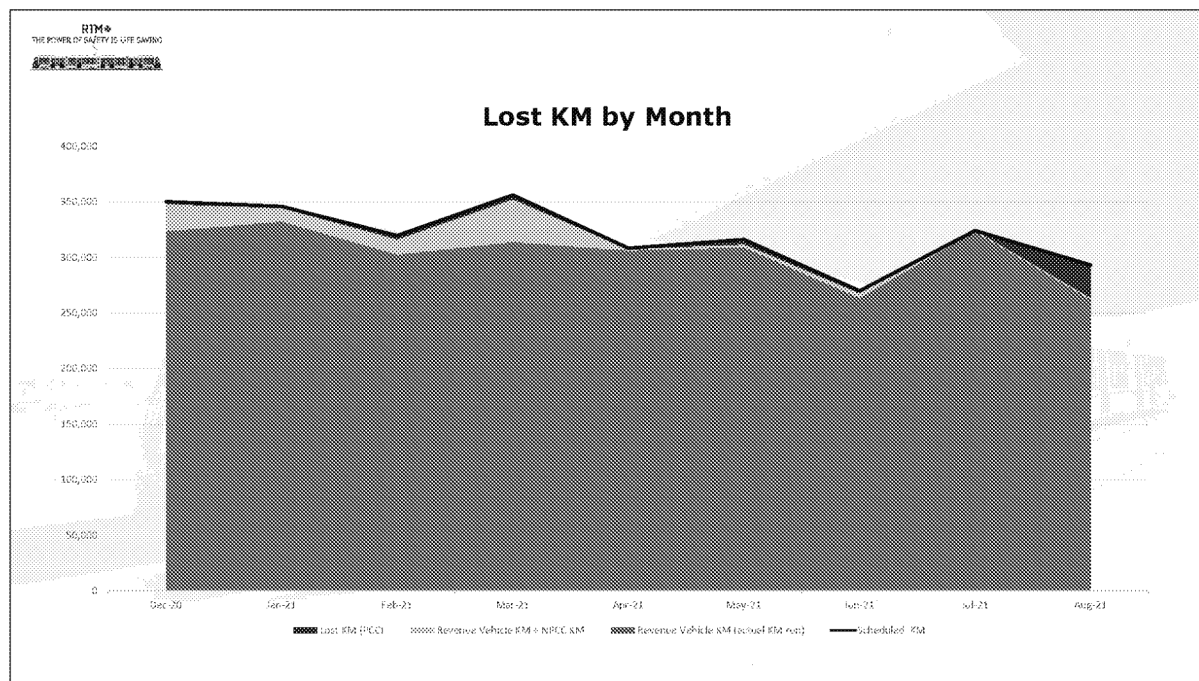


## HSQE – Document Control

- RTM and City continue to work on aligning the sharing of updated operations-related documents via the City's document control platform.
- RTM has completed initial development and testing of a SharePoint site. The objective is to replace Laserfiche and InTouch systems by the end of 2021. The site is in the final stages of development. Soft launch planned for October 2021.
- Alstom and RTM have notified OLRTC of several remaining gaps in the handover documentation. RTM continues to expend considerable effort searching 4P for documents needed to perform the maintenance services.

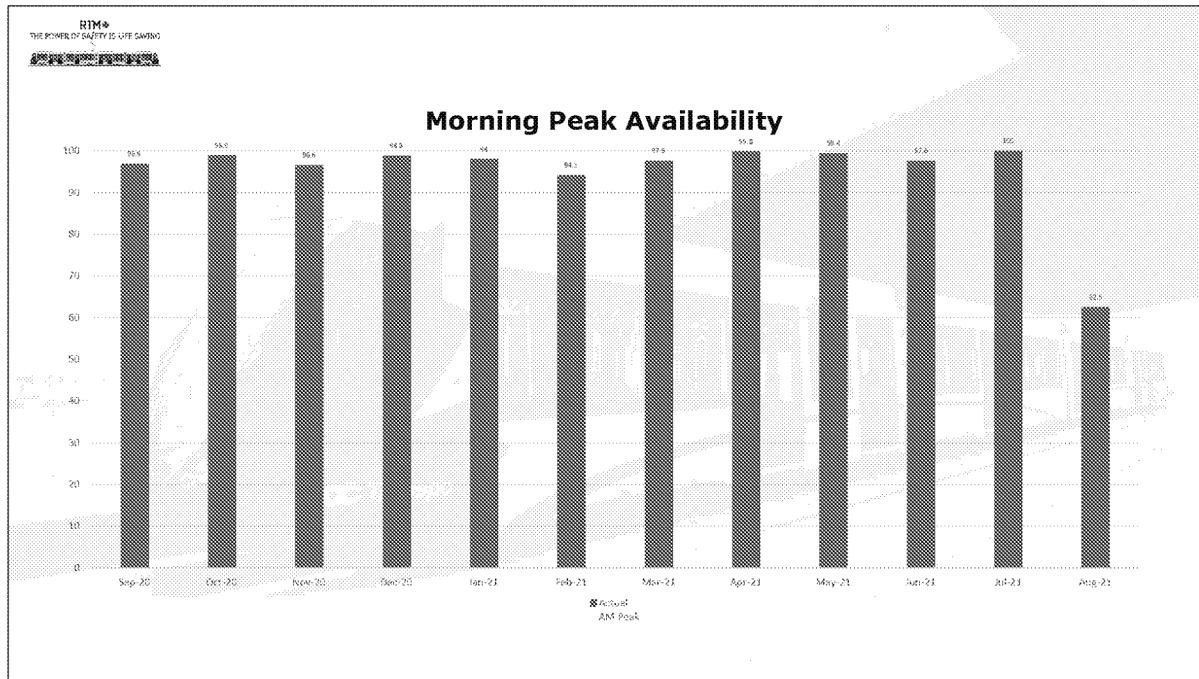


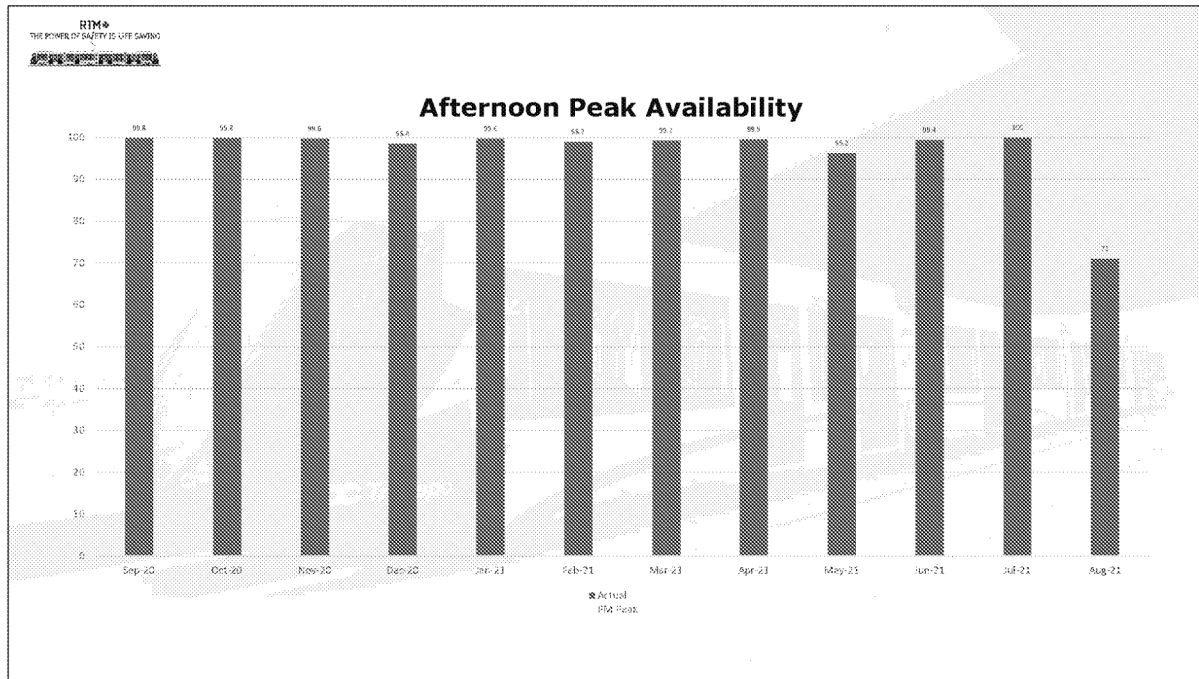




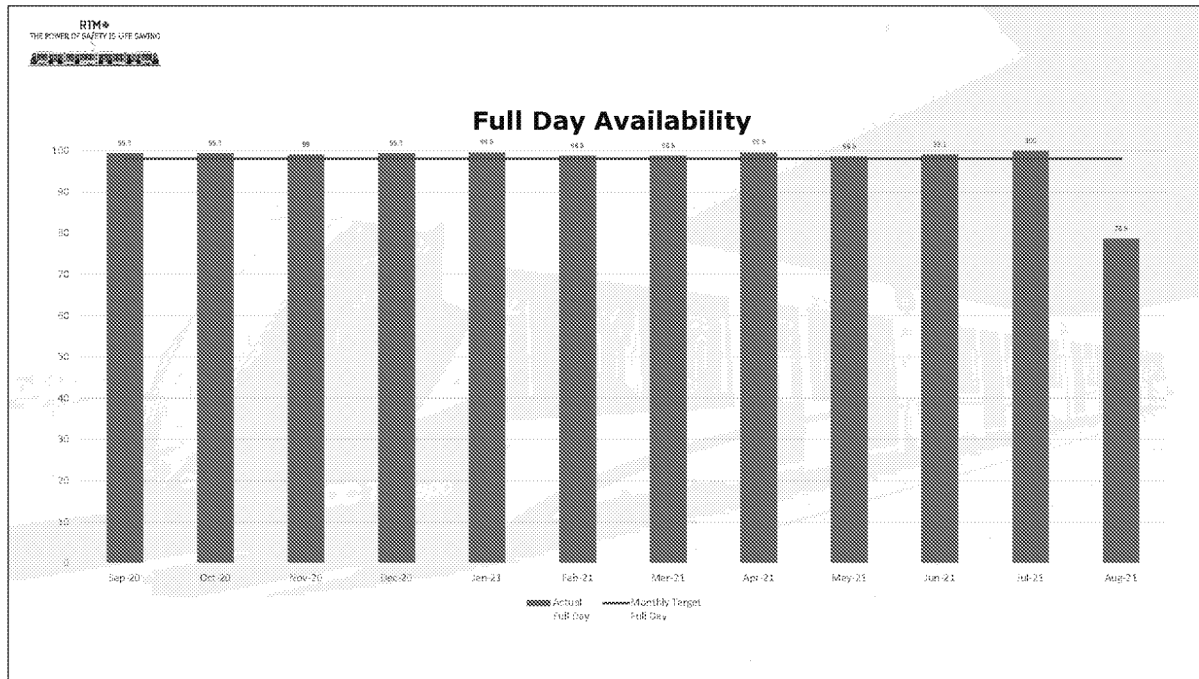


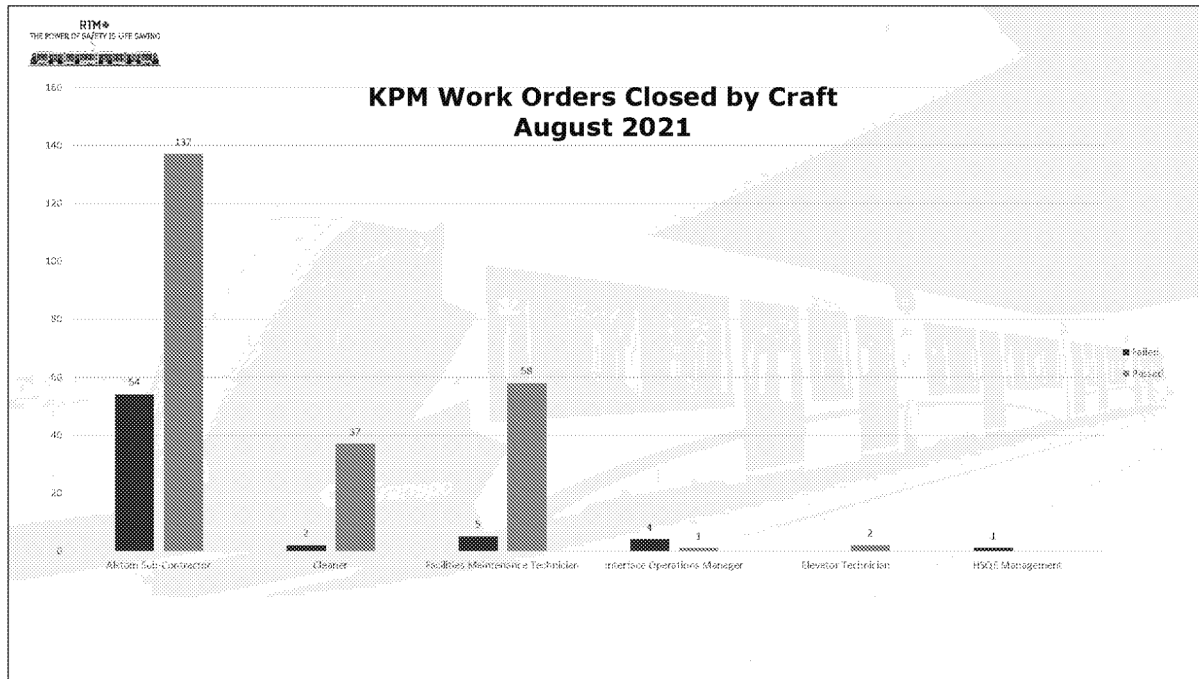


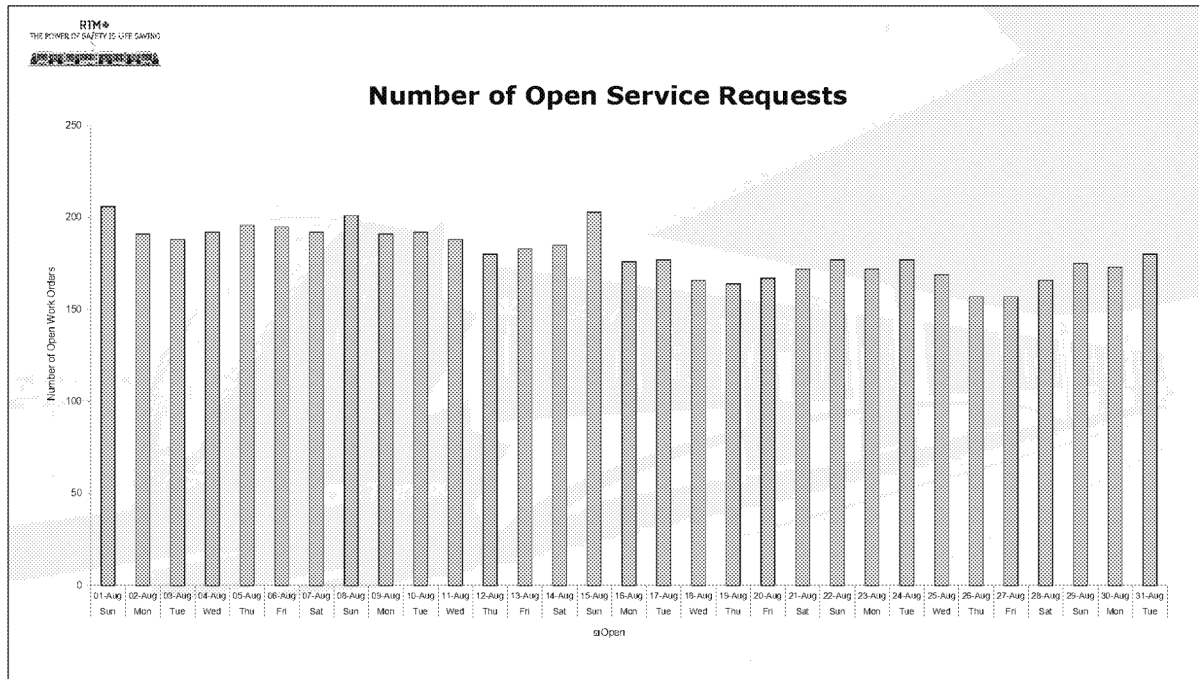








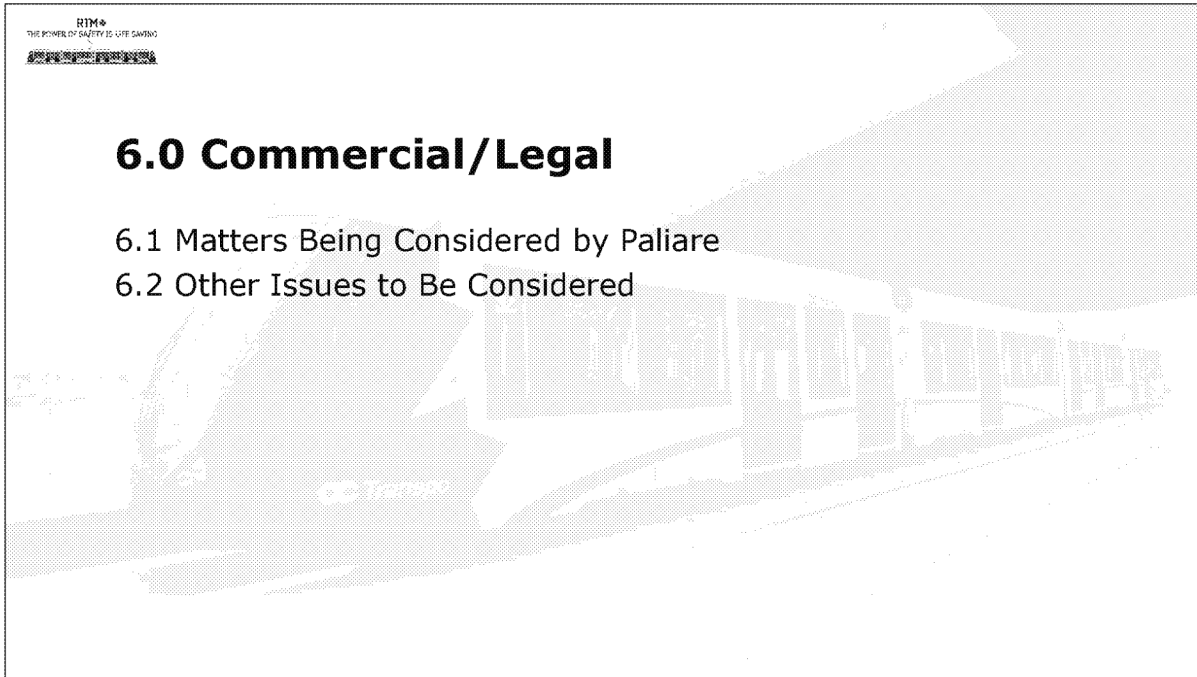




## 6.0 Commercial/Legal

6.1 Matters Being Considered by Paliare

6.2 Other Issues to Be Considered



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## Matters Being Considered by Paliare

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# Solicitor Client Privileged

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## **Matters Being Considered by Paliare (cont.)**

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## Other Issues to be Considered

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